

HIMACHAL PRADESH STATE TRAINING POLICY, 2009

The need for training of government employees hardly requires any emphasis. The matter has been debated very often in various forums and one common suggestion that emerges is that there is a need for training the government employees not only at the time of induction in government employment but also at regular intervals thereafter. It has long been accepted that training can do much to improve the administrative effectiveness. The content of the training should be such as would help them in improving their performance, generate greater interest in their work, develop a positive attitude towards the people with whom they interact and cultivate a sense of participation in the achievement of the goals of the government. It would not be incorrect to suggest that presently “training” is hardly among the priorities in of the government or its departments. It is left to the initiative of individual officers or sometime even political superiors if they recognize the importance of training for officers/staff in their departments. At the same time, the government officers/staff is also very reluctant or indifferent to training as means of their own up gradation and in those few cases where some one opts for training he finds it difficult to be so spared for training by his superiors. The expenditure on training is also not considered an essential or a useful expenditure and as a consequence either very little funds or nothing at all is earmarked for training.

II. THE NEED

The recent past has seen a paradigm shift in the economic, political, social and technological scenario all around and this state is no exception. This has necessitated taking stock of the available Human Resources both quantitatively and qualitatively. It hardly needs to be mentioned that the competence, skills and attitudes of the State Govt. employees have a great bearing on the quality of their output. This casts upon the government a duty to ensure that it makes all efforts to improve the competence of its employees who are the principal agents of delivering all that the State strives to achieve for its people. And this effort need not remain confined to the time of induction in service of these employees but shall continue throughout the period that such employees remain in government service. A conscious policy for the

development of the human resources available to the State Government would, therefore, require to be fostered for harvesting technological, economical, political and social change.

- Training is valuable to both employee and employer. Increased knowledge and skills make them more productive in their workplace and thus more valuable to the organisation.
- Another reason to train is because it helps one to keep motivated and breaks up his normal routine. Some people sit in the same office for years doing the same things in a similar fashion over and over. Training can help one to get beyond the daily routine and perhaps energize one to do better work.
- Part of the energizing process of training is found in the relationships formed during training sessions. Training offers a time to network with and connect with other professionals.
- It is important that all employees are updated on their knowledge periodically and are acquainted with the latest developments not only in their area of working but also with the ever changing environment of governance.

III. TRAINING CONCERNS

Social and political ambience is subject to constant change. The Government machinery would have to be continuously attuned to the changing needs. Training programmes for the Civil Services would, therefore, focus on:

- (a) **Responsiveness:** to the challenging democratic needs and expectations of the citizens and organisational and technological developments.
- (b) **Commitment:** to democratic values and concept of partnership and participative decision making.
- (c) **Awareness:** of technological, economic and social developments.
- (d) **Accountability:** to ensure high performance in every professional field and cost effective methods of delivery.

IV. TRAINING FOR ALL

The number of Class-III & IV employees in the State is much larger compared to the number of officers. The officers do get some opportunities to receive periodic training but the lower level staff generally do not have any such opportunities. Even after rendering service of decades such employees never see the inside of a training institute. Besides resulting in a situation where the employees do not get improved, their skills resulting in poor performance, this also results in bringing about an element of boredom or routine in their working which can hardly be considered conducive to their performance. The objective is to provide training to all civil servants at regular intervals during their career span. Thus a mechanism needs be put in place by all department of govt. to ensure that relevant training is imparted on a regular and continuing basis to all rungs of the civil services starting from the lowest to the highest in policy making.

V. TRAINING OBJECTIVES

The Training Objectives are to:

- i) Promote better understanding of professional requirements in the given and emerging socio-economic and political environment.
- ii) Update and enhance professional knowledge and skills needed for better performance of individuals and Organisation as a whole.
- iii) Bring about the right attitudinal orientation.

VI. TRAINING COVERAGE

Training would be imparted to all civil servants irrespective of their grade or level in the government. Elected public representatives whether in state legislature or in PRI's and urban local bodies will also be imparted training in areas relevant to them. For the purpose of appropriate training design, the target groups shall be divided into following levels:

1. Training for the lowest operating level comprising of Class-IV & Class-III employees shall focus on functional skills and attitudinal orientation resulting in to efficient delivery of public services through training the cutting edge officials.
2. The supervisors to focus on their supervisory and man management roles involving coordination, coaching, counseling skills and interpersonal relations.
3. The middle management level (senior class I gazetted officers generally) to focus on professional excellence, leadership, deep perception of inter-relatedness of issues and project management.
4. The top management level to focus on policy analysis, strategic planning, lateral thinking, policy formulation and project management and monitoring.

VII. TRAINING FRAMEWORK

It shall be ensured by the respective departments that all categories of civil servants should get:

- a) Induction training at the time of entry into service.
- b) In-service training through appropriately designed modules based on the aforesaid objectives at suitable intervals during their career, at least once in five years, which may be linked to their promotions through amendment in the respective Service Rules where such linkage is not there.
- c) Exposure to major development issues or new techniques through short duration courses and seminars.
- d) Re-skilling consequent to redeployment of employees.
- e) Career Span Specific Plan i. e. Training for all will be compulsory at two levels i.e. first at the time of joining the service and second at the time of each promotion or at least once in five years.
- f) Employees/officers attending training as per career span specific plan should only be eligible for promotions.
- g) Earmarking funds for training in every department/organisations.
- h) Training should not only include exposure of government employees to work space trainings viz, departmental practices, work methods, technical skills of a particular

department; but must also expose them to life space training i.e. personality development, stress and time management, communication skills etc.

- i) Government employees to be exposed to working of private sector and to be taken out for field visits to such enterprises.
- j) Suitable motivation incentives to be provided to the trainees for best performances or for the knowledge and skills acquired during the training.

VIII. TRAINING PLAN

Each Department to formulate a Training Plan, which is to be prepared on the basis of Training Need Analysis focusing on separate training needs for different categories of employees. The department can seek the assistance of HIPA or any other institute having expertise in the area for conducting such an exercise. Training Institute will ensure that learning outcomes are expressed in terms of specific, measurable, achievable and realistic performance goals. An inventory of all the officials/officers- post wise and category wise to be prepared and updated on an annual basis clearly indicating the following items:

- Post wise/Category wise total no of employees.
- Trainings received by each employee since the date of induction in service.
- Specific employees who have not received any training till date.
- Work/assignments handled by each employee without training on the subject
- No. of employees trained/retrained during the last one year.
- Tentative number of employees, the department intends to send for training in the next year.

IX. TRAINING MANAGER

Each Department to designate one of its officers as the Training Manager, to be responsible for review and monitoring of the Training Plan. Systematic evaluation of the usefulness and effectiveness of the trainings to be carried out periodically. All public service institutions will define tasks and responsibilities of each employee and set prescribed standard of performance.

Physical and financial targets for different categories of personnel will be prescribed clearly at the beginning of a financial year.

X. TRAINING METHODOLOGY

Training may be imparted at Training Institutions or at the work places or on Decentralised basis at District, Sub-District levels. The pedagogical tools would depend on the target group. However, all available modern methods of training like lecture, group discussions, project work, audio visual materials, printed materials, case studies/action learning, brain storming etc. shall be used. The sponsoring department may evaluate the impact assessment of training in case of each participant and may reflect it with grading system which should be given weightage at the time of promotion of such employee to the next higher post. Appropriate amendment in Recruitment & Promotion rules to be carried out in this context.

XI. TRAINING BUDGET

To ensure funding for training purposes as per the guidelines of National Training Policy, 1996, a specific earmarking 1.5% of salaries head of annual budget of each department to be done by Planning & Finance Departments which shall not be divertible for use elsewhere and to be placed at the disposal of respective departments.

XII. MONITORING AND GUIDANCE

To review the implementation of the State Training Policy, a State Level Empowered Committee on Training may be constituted which will consist of:

i) Chief Secretary	Chairman
ii) Pr. Secretary (Personnel)	Member
iii) Pr. Secretary (Admn. Reforms)	Member
iv) Pr. Secretary (Training)	Member
v) Pr. Secretary (Finance)	Member
vi) Pr. Secretary, Rural Development	Member

vii) All the other Admn. Secretaries	Member
viii) SIO, NIC	Member
ix) Director HIPA	Member
x) Addl./Joint Director HIPA	Member Secretary

The meeting of the State Level Empowered Committee on Training under the chairmanship of Chief Secretary will take place on annual basis and will consider the following apart from any others that may need its consideration:

1. Annual Action Plan for the training of employees for better delivery of public services.
2. Review and monitoring of the action plan vis-à-vis target and achievements in the field of trainings imparted to the employees of each department for last one year.
3. Explore and suggest the Design and implementation of Training courses and modules for State Govt. Employees.
4. assessing the thrust areas in view of emerging issues on which the training is to be provided to the employees of the each department.

In addition to above, a Training Review Committee shall be constituted in every department under the Chairmanship of the concerned Secretary which shall meet at least once every quarter and shall monitor and review the work of training of employees in that department. A representative of the department of training /HIPA will invariably be associated with these committees.

XIII. THRUST AREAS

a) Information Technology:

In view of the growing importance of IT, the training programmes should contain significant inputs on IT application/e-governance in the work of the Department.

b) Decentralised Planning & Development:

The uniqueness of Himachal Pradesh being its strong community base, where community participation in services for all round development have taken deep roots, conceptual and experimental aspects of decentralization and people's participation in government programmes should invite special focus.

c) Ethics and Values

To build friendly and healthy administrative environment, training programmes should adequately emphasize on ethics and value-based administration and on all emergent issues in the society.

d) Project Monitoring and Management

This is perceived to be the weakest link in the administrative system that has been largely responsible for the run away costs and time over runs in most of the prestigious projects. Frequent training programmes will be undertaken to build a large pool of employees trained in the latest techniques of project monitoring and management.

e) Office Procedure and Rules

To revive the knowledge and applicability of different rules and regulations and their procedures in the government with a view to building the capacity to comprehend with these in the day to day routine working in the administrative system.

f) Governance Issues

Special effort will be made to sensitize the officers to the emerging issues like Human Development, Gender, Social Justice, Right to Information, Consumer Protection, Human Rights shall be included in all training programmes.

g) Quality Assurance

Quality assurance training offers many ways to deepen the understanding of quality techniques and implement them in an organization – such as root cause analysis, ISO 9000 and Failure Mode and Effects Analysis. Training will be imparted on quality assurance to the officers of the departments indicating a demand for it.

XIV. TRAINING INSTITUTIONS

1. HIPA retains its position as 'Apex' training institution.
2. As far as training to legal officers is concerned, H.P. State Judicial Academy will be 'Apex' training institution.
3. Need for coordination among various institutions of training of various departments so that resources financial, human, technical and infrastructural are used in an optimum manner. HIPA to explore the possibility of distance training with the IT tools and to undertake action oriented research and documentation on various issues and to prepare case studies as an input for the training.
4. Monetary and non-monetary incentives for those posted to the training institutes on a regular basis.
5. Faculty in training institutions to be regularly upgraded in their skills by deputing them for training programmes within and out side the country provided they agree to serve the institute for not less than three years after their return from foreign training.
6. Opportunities for higher education inputs in career progression. Opportunities to extract benefits of retired experienced people and educated youth as resource persons/ in training by if the funding for such arrangement is possible without extra financial burden on the state exchequer.
7. Special relaxation of financial rules for training institutes which have to work differently.
8. Monitoring of training institute's working separately at Chief Secretary level/Department of Training.

Government of Himachal Pradesh
Department of Training and Foreign Assignment

No .Per(Trg.)B(12)-6/2007 dated: Shimal-2

July, 2009

NOTIFICATION

The Governor, Himachal Pradesh is pleased to constitute a State Level Empowered Committee on Training to review the implementation of the State Training Policy comprising of following members:-

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|----|---------------------------------|------------------|
| 1. | Chief Secretary | Chairman |
| 2. | Pr. Secy.(Personnel) | Member |
| 3. | Pr. Secy.(ARO) | Member |
| 4. | Pr. Secy.(Training) | Member |
| 5. | Pr. Secy.(Finance) | Member |
| 6. | Pr. Secy.(RD) | Member |
| 7. | All the other Admn. Secretaries | Member |
| 8. | SIO,NIC | Member |
| 9. | Director HIPA | Member Secretary |

The meeting of State Level Empowered Committee on Training will take place at least on annual basis and will consider the following apart from any others that may need its consideration:

1. Annual Action Plan for the training of employees for better delivery of public services.
2. Review and monitoring of the action plan vis-à-vis target and achievements in the field of trainings imparted to the employees of each department for last one year.
3. Explore and suggest the Design and implementation of training courses and modules for State Government Employees.
4. Assessing the thrust areas in view of emerging issues on which the training is to be provided to the employees of the each department.

In addition to above, a Training Review Committee shall be constituted in every department under the Chairmanship of the concerned Secretary which shall meet at least once every quarter and shall monitor and review the work of training of employees in that department. A representative of the department of training/HIPA will invariably be associated with these committees. A Nodal Officer shall also be appointed in each department.

By Order
Chief Secretary to the

Government of Himachal Pradesh
Cont.-----2.

Endorsement No. Per(Trg.)B(12)-6/2007 dated: Shimla-2, June 2009

Copy forwarded to the following for information and necessary action:-

1. Secretary to Governor, Himachal Pradesh.
2. Pr. Secretary to Chief Minister, Himachal Pradesh.
3. All Administrative Secretaries, Himachal Pradesh.
4. Secretary , Public Service Commission, Himachal Pradesh, Shimla-2
5. All Heads of Department, H.P.
6. All Deputy Commissioners in H.P
7. Registrar, Hon'ble H.P High Court, Shimla-1
8. Secretary, Himachal Pradesh Vidhan Sabha, Shimla-5
9. Accountant General, Himachal Pradesh, Shimla-5
10. Registrar, H.P University/Agriculture University, Palampur/Horticulture University, Solan.
11. All M.D's Boards/Corporations, Himachal Pradesh.
12. Controller, Printing & Stationery, Shimla-5 with the request to publish the notification in Rajpatra.
13. Director, HIPA, Fairlawns, Shimla-12
14. Deputy Secretary (GAD) to the Govt. of H.P with reference to item No. 5 of CMM meeting held on 18-06-2009.
15. guard file-10

Joint Secretary (Training) to the
Government of Himachal Pradesh